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Pauer, Louis

Eurekanian paternalism

Cleveland, O.

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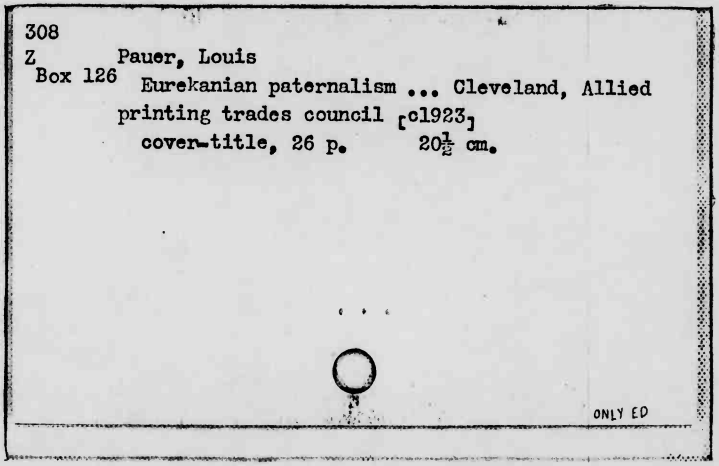

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Eurekanian Paternalism

For an economic expedition to explore and exploit Eurekania, the New State in the Realm of Utopia. With Aims and Plans of Procedure, final and immediate, for the Development of the Latent Qualities and Resources inherent in Society under Advanced Organization, Production and Distribution through the Administration, eventually, of a Non-Politic, Quasi-Public Economic Institution, which shall be promoted, in the early stages of its Development, by a Foundation Society and other Subsidiary Organizations.

For Participation with Particulars regarding

Progress of the Foundation Society,

Address

LOUIS PAUER,

2294 W. 30th St., Cleveland, O.

N. W. C. Aug. 11, '23.

YOU BELIEVE IN CARDINAL PRINCIPLES AS THEY ARE PRESENTED IN THE ABSTRACT, BUT YOU KNOW THAT UNDER AVERAGE CONDITIONS IT IS IMPRACTICABLE TO APPLY THEM AND TO ENFORCE THEIR OBSERVANCE; AND YOU MAY HAVE YOUR DOUBTS REGARDING THE PRACTICABILITY OF REMEDIES THAT HAVE BEEN ADVANCED TO CORRECT THESE CONDITIONS.

COMPLEX PROBLEMS REQUIRE COMPLEX REMEDIES, BUT THEY ARE NOT BEYOND SOLUTION. THEY REQUIRE CLOSE OBSERVATION WITH CONTINUED APPLICATION FOR SATISFACTORY DEMONSTRATION UNDER THE SUPERVISION OF OPEN-MINDED, SINCERE INVESTIGATORS, UNHAMPERED BY UNYIELDING, DOCTRINARY VIEWS OR BY FINANCIAL CONSIDERATIONS AND CONNECTIONS.

UNDER EXISTING CONDITIONS THE MANUFACTURERS ARE CONSTANTLY EXPERIMENTING WITH NEW METHODS TO INCREASE PRODUCTION, VERY OFTEN AT THE EXPENSE OF THEIR EMPLOYES AND THE PUBLIC AS THEY TRY TO SUPPLANT GENERAL WELFARE WITH GENERAL NUISANCE. THE MERCHANTS CONTINUE TO EXPERIMENT WITH NEW WRINKLES TO DRAW YOUR PATRONAGE. THOSE ENGAGED IN THE PROFESSIONS ARE CONSTANTLY EXPERIMENTING; IF A DOCTOR IS IN DOUBT AS TO THE NATURE OF AN AILMENT, HE SIMPLY APPLIES ORDINARY KID METHODS BY TAKING THE WATCH APART OR CUTTING A HOLE IN THE BALLOON TO SEE WHAT'S IN IT. MANY OTHERS CONTINUE TO EXPERIMENT AT YOUR EXPENSE, AND AS A RESULT THE PRODUCERS AND CONSUMERS ARE HANSWAGGLED ALL AROUND. THEREFORE, WHY NOT BE A GOOD SPORT WITH A LITTLE ASSISTANCE TO HELP EXPERIMENT WITH PLANS FOR THE ELIMINATION OF UNSATISFACTORY CONDITIONS?

EUREKANIAN PATERNALISM

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FOR AN ECONOMIC EXPEDITION TO EXPLORE AND EXPLOIT EUREKANIA, THE NEW STATE IN THE REALM OF UTOPIA. WITH AIMS AND PLANS OF PROCEDURE FOR THE DEVELOPMENT OF THE LATENT QUALITIES AND RESOURCES INHERENT IN SOCIETY UNDER ADVANCED ORGANIZATION, PRODUCTION AND DISTRIBUTION, THROUGH THE ESTABLISHMENT, FIRST, OF A SOCIETY, WHICH MAY BE KNOWN AS THE EUREKANIAN FOUNDATION, TO PROMOTE THE ORGANIZATION AND DEVELOPMENT OF A PATERNAL, NON-POLITIC, QUASI-PUBLIC, ECONOMIC INSTITUTION, WHICH, WITH THE ECONOMIC UTILITIES UNDER ITS SUPERVISION, SHALL BE ESTABLISHED EVENTUALLY UPON LANDS OF LIMITED AREA IN WIDTH AND IN INDEFINITE LENGTH TO SERVE AS THE AGENCY OF THE MEMBERS FOR THE ADMINISTRATION OF THEIR ECONOMIC AFFAIRS.

For the common ownership of the land, under the administration of a department of realty, to prevent undesirable speculation, also to provide all the advantages of country life without many inconveniences, and to avoid congestion with the many increasing evils attending the growth of cities.

For the common ownership of a banking system, under a department of finance; and for the common ownership of minerals, agricultural and manufactured products in general use, to provide a surplus, particularly as a shock-absorber against unemployment in periods of depression, under the administration of a department of economy, to supervise the purchase of essential commodities and the storing and distribution, at uniform prices, with gradual adjustments periodically to meet the cost of production and to stimulate consumption.

For the paternal supervision of utilities that shall be known as corporations, which must be operated on a large scale to obviate the expense of costly competition and duplication, and to operate these utilities for limited profit, under the administration of a department of industry. Also for the supervision, under the same department, of competitive economic utilities that shall be known as companies, which may be operated to better advantage on a small scale, to centralize, simplify and lessen the responsibilities of executives, and to avoid unnecessary, complex and artificial sys-

tems of organization and supervision with costly overhead expenses. By providing large power plants, with the necessary equipment in manufacturing and production facilities to meet the needs of utilities engaged in the same or similar fields of activity, these small units have all the advantages of the larger well equipped organizations without the attending evils and inefficient practices.

For the establishment of a bureau of competition. In pursuance of a policy designed to promote a spirit of fair play, and to prevent ruinous competition, the bureau of competition shall serve to supervise the bidding and awarding of contracts, also to pass upon the quality of the work and to adjust claims when disputes arise. The bureau of competition shall require a sufficient number of drawings, sketches or samples of the parts to be manufactured, with specifications as to the time when the work shall be completed, also the bonus and the penalty if any, and it shall be specified whether the cost or the time is of the essence of the contract. The competitors shall be required to submit sealed bids, to be opened publicly at specified times, in which they shall state their lowest estimate regarding the cost and their best estimate as to the time when the work shall be ready; and the contract shall be awarded to the lowest bidder, or to the bidder whose estimate most nearly approaches the time specifications, if that is of the essence of the contract. Three percent of the contract price shall be awarded to the next lowest bidder, another three percent shall be awarded to the bidder whose estimate most nearly approaches the average of the bids submitted, and four percent shall be paid to the bureau of competition for its maintainance. The bureau of competition shall engage two or three experts for each field of competitive activity, at a regular salary, who shall independently submit estimates, and these experts shall be entitled to share individually in the awards offered for the best average estimates, in addition to their regular salary. The successful bidder shall be entitled to receive five percent of the contract price if the bid is not accepted, in which event the bureau of competition shall require a total payment of fifteen percent, otherwise the payment shall be ten percent. Work assigned without the intervention of the bureau of competition shall be paid for at a uniform hourly rate, according to the grade of the work and prevailing values. The bureau of competition shall furnish reports from time to time of its administration.

For the operation of the companies under a plan for unlimited profit; and for the distribution of excess profits, exceeding a certain percent, among the working forces including the executives, to be distributed among them in proportion to the total of their individual earnings within a fixed period extending over the life of their organization.

For the organization of corporations and companies to continue their business for a term of years, at the expiration of which there shall be a final accounting with a distribution of the profits or a pro-rating of the losses, and there shall be a re-organization if desired by the investors; with provisions, in addition, that no person shall have more than a limited financial interest in any organization, but that he may subscribe for a limited interest in any number of other organizations, to prevent ownership and control by small minorities who may operate these utilities under short-sighted policies, primarily for private profit and immediate gain.

For the paternal supervision, under the administration of a department of commerce, of corporations and companies engaged in transportation, communication and distribution; and for the establishment of other departments to exercise supervision over the corporations and companies engaged in housing, construction and agricultural occupations, including packing and rendering plants.

For the paternal ownership of a department of inventions to offer limited rewards for improvements and patentable inventions, and to bear the initial expense that shall be limited, for the introduction and demonstration, after which the paternal instituion may receive sealed bids from competitors who may offer to pay a royalty to the department of inventions in consideration of an assignment of rights for a certain period. Also for the operation of this department to supervise the standardization of the machinery, tools, and other manufactured products in common use in the different branches of industry, and for the letting of contracts to economic utilities to manufacture, at the lowest cost, large quantities of parts for such machinery and tools, which may be assembled from time to time to meet the demand. Further this department shall be operated for the creation of new industries, and to manage them until they may be assigned to other departments.

For the establishment of a department of welfare to supervise the health and recreation activities, also the education of the members with their practical training in part-time and periodical occupations, according to the seasons of the year, their talents and their health and age, as may be most practicable consistent with a wholesome blending of economic interests among the members with equal opportunity for self development and the fostering of a spirit for desirable competition and emulation, as an incentive for the exercise of greater initiative and better service.

For the establishment of a department of accounting to supervise all the accounting of the paternal institution and the economic utilities operating under its supervision, through representatives who shall serve one or more units as secretary-treasurer; they shall serve in that capacity only to prevent unauthorized expenditures by the manager, who shall serve his organization as president. These representatives shall have no financial interest in the organizations they serve. Their salary shall be paid by the department of accounting, and they shall be required, from time to time, to serve other organizations, to prevent collusion, and to comply with the welfare regulations for part-time and periodical change of occupation. They shall serve, in addition, to invesitgate reasonable causes of complaint arising out of controversies among the employes and executives, also out of relations to other organizations; and the representatives shall make reports of their findings.

For the establishment of a department of justice to determine reasonable causes of complaint, to pass judgment upon controversies arising in due course of events, and to enforce the observance of an ethical code in pursuance of common law and prescribed regulations; also to prepare the members for a better understanding of their rights and responsibilities under a politic and economic democracy.

For the establishment of a board of directors that shall be composed of the chief executives of the various departments, who, with the exception of the director of accounting, shall be elected singly by the membership at large, in intervals of six months, for a term of five years. The board of directors shall serve as a budget bureau to pass upon the appropriations submitted by the different departments, and they shall formulate regulations for the guidance of the members and the economic organizations in their relations to one another and the paternal institution. The

board of directors shall annually elect their chairman from one of their number who shall serve also as the president of the paternal institution to perform the administrative duties as the chief executive; and the members of the board shall elect the director of accounting, also a vice president to perform the duties of the president in his absence.

For the submission of referendum elections upon important issues and unusual appropriations to be decided by the members at large; but not more than one issue or contest, preliminary or final, for election to office, shall be decided in one day, and the voters may specify whether they favor a candidate for his record, general qualifications, or the issues he may advance. The elections shall be in charge of the representatives of the department of accounting who shall be required to appear at specified times for public counting of the votes.

Together with a preamble, the organization plan outlined in the foregoing paragraphs could be adopted as a constitution for the proposed organization, and many other provisions could be added, but under the present circumstances the drafting of an elaborate organization plan might be premature, because this plan of organization could be applied only in an advanced stage of the organization's development, after its form of organization to function exclusively as a minor economic government were sanctioned and authority were duly conferred by the state and federal governments. The organization plan will serve however briefly to outline the fundamental aims in order that the initial work of organization and that in the succeeding stages may serve better to prepare the proposed organization for final achievements.

Outline of Organization Plan Proposed for the Eurekanian Foundation Society

It will be desirable and practicable in the beginning to form a society which may be known as the Eurekanian Foundation to promote the establishment of the proposed paternal institution; the affairs of this society to be administered by a president and a vice-president, also a secretary-treasurer and an assistant, who, in addition, may be members of an executive committee composed of twenty members.

Every person legally competent, and others through their parents or guardian, shall be eligible for membership upon the payment of five dollars, which shall be applied upon a member's first annual membership dues. If a member fails to pay the succeeding annual dues in full, he shall be suspended automatically from the enjoyment of membership rights, but he may meet his obligations at any time by paying the accumulated amount in full with a penalty of one dollar for each default.

A practical plan for the financing of an organization is a most important factor in successful administration, and once the necessary finances are supplied it is also important to have a definite plan for the distribution of the revenues upon a budget basis, to simplify the accounting with the checking-up and to avoid unnecessary friction among the members that may lead to dissatisfaction with loss of interest in an otherwise meritorious enterprise. A practical plan for the raising and the disposition of the revenues also operates as a strong inducement to join an organization and to continue to meet membership obligations.

The revenue of the society received from the payment of each member's first annual dues shall be applied as follows:

Thirty percent shall be paid to the member securing the new membership subscription. In order to be entitled to a share of the proceeds for securing a new member the solicitor shall first become a member and his annual dues must be paid in full. By allowing the members a certain profit for their work, the organization will also fully discharge its obligations to them for their efforts, so that later these members will have little cause for complaint if they should not receive preferment in the administration of its affairs. While some members may be good solicitors they may not be as well qualified for the discharge of other duties, and it ought to be the policy of the organization to prefer the best qualified members available.

Any member in good standing may apply to the secretary-treasurer for membership cards that shall be properly countersigned by the officers, and the signature of the soliciting member shall be affixed to them in addition to the name of the new member, of which the soliciting member shall give an accounting. When a person's membership card shall be found properly executed he will be admitted to membership, regardless of whether or not an accounting has been made of his dues. If a soliciting member fails to pay in full for the memberships charged against him, he will be denied further membership cards, but no effort will be made to inquire into the circumstances, for the reason that it would be impracticable to establish the facts by listening to long explanations that would entail much investigation which would involve such questions as to whether or not a card may have been lost and whether the new member has paid his dues to the soliciting member in full or only in part.

This is not an exclusive organization; everybody is welcome to join. We cannot therefore expect that all members will be of the right type, but the establishment of this organization will give an excellent opportunity to those of the right type, inspired by a strong broad-minded fraternal spirit, to help create a wholesome atmosphere under the influence of which the ethical standards of the membership as a whole will be raised with a common understanding and a fixed purpose for the realization of definite aims.

Forty percent of a member's first annual dues shall be paid into the Eurekanian Foundation fund, to be desposited in a bank, and when sufficiently large it shall be invested in first-mortage securities or applied for the purchase of land, preferably unimproved. This fund shall be provided to perpetuate the organization and it shall be used under no circumstances for any other purpose whatever.

There is no reason why this organization should not grow rapidly; but unforseen happenings may tend to retard its development. However, regardless of what may happen, the Foundation fund will never decrease, excepting perhaps as the land purchased may depreciate slightly in value, and with each additional member, as also a certain percent of the proceeds from the second and succeeding annual dues, this fund will be increased until it may amount to a million dollars in assets, after which additional revenues payable to that fund shall be applied to support economic experiments by engaging in industrial and commercial activities to solve existing economic problems. In the meantime considerable headway may have been made in this direction through the initiative of district organizations. The existence of the Foundation fund will undoubtedly operate as a strong incentive for the members to continue the payment of their annual dues and it will serve as a strong attraction upon others to become members.

The balance from a member's first annual dues, amounting to thirty percent shall be applied for salaries and general maintainance. Of this

amount ten percent shall be applied for the maintainance of temporary quarters, also for the publication of literature and its distribution to increase the membership. Another ten percent shall be paid as compensation to the members of the executive committee. Two percent shall be paid to the president and one percent to the vice-president as their salary, while one percent shall be paid to each for office maintainance, including travelling expenses also stationery and postage. The same amounts shall be paid respectively to the secretary-treasurer and his assistant.

The revenue of the society from each member's second and succeeding annual dues shall be applied as follows:

Twenty percent shall be paid into the Foundation fund, and ten percent shall be paid into a Liability fund to discharge the Society's obligations to its members for money that may be advanced to increase the membership or to promote various essential enterprises directly sponsored by the Foundation Society. Thirty percent shall be set aside as a District fund, to be paid to district societies when they have a membership of one hundred or more, which shall be applied for the purchase and maintainance of Eurekanian community homes, clubs or hotels, particularly in the large cities. Ten percent shall be set aside or applied to discharge the obligations of a district society to its members for money that may be advanced to promote various district enterprises. The balance shall be applied for salaries and general maintainance as provided for the disposition of a member's first annual dues.

In order to expedite the organization's development, and to serve as an inducement, the members may pay their dues in advance for one or more of the succeeding five years after they have paid their dues for the first year, at reduced rates as follows: $4.50, $4.00, $3.50, $3.00 and $2.50, which amounts to a total of $17.50 for five years. In addition a member may loan any sum of money to the society, from one dollar up, which shall be repaid with interest at the rate of six percent, not earlier than two years after date, and then only out of the Liability fund, and in the order of priority as a loan or deposit may bear an earlier date.

As a further inducement to the members for their contributions in membership dues during the early stages of the organization's formation, the society, and the organization succeeding it in the administration of its affairs, shall be under obligations to repay the membership dues manifold, depending upon the time when the amounts were paid; but this shall be contingent upon the successful establishment of the proposed organization when its total assets in property owned collectively by the members shall have doubled in value on a basis of the total amount contributed in membership dues. After the members shall have been fully rewarded for their early membership contributions the organization shall be under further obligation to reward those who loaned sums of money to promote various essential activities.

The proposed funds are provided to support the frame or skeleton of the organization for its maintainance, expansion and perpetuation. It will be desirable, through the Foundation society as a medium, at least during the early stages of formation, to support other activities by special contributions and loans from members who may be more interested in these endeavors, particularly of a literary or dramatic character, to promote the aims of the organization, also in the support of subsidiary societies to provide practical education and training for the members.

It might be a source of dissatisfaction among the members if the Liability fund were applied to discharge obligations for money advanced to promote activities in other localities from which they could derive no direct benefit, particularly so if, owing to the date of the loan, these obligations would receive priority over others advanced for activities strictly essential to the success of the Foundation society. There may be much difference of opinion as to whether one undertaking may be more essential than another, but these questions may be decided from time to time by the members, when special provision may also be made in lump sums to stimulate various enterprises on condition that the money shall be repaid at the earliest date, contingent upon the success of the undertakings.

For the support of strictly economic experiments, the Foundation society, through its representative, who shall serve as secretary-treasurer, shall subscribe for a substantial interest, not exceeding fifty-one percent of the stock, as the financial resources provided for these ventures or the profits received from similar investments may warrant.

The Foundation society shall be under obligation to provide at least the land upon which the district Eurekanian community homes, clubs and hotels shall be erected, and the same society shall appoint its representative to serve as secretary-treasurer. These undertakings, as well as all others sponsored by subsidiary societies of a social, literary and educational character, shall be operated on a budget basis to be self-supporting, as the support from the members interested in these activities may warrant from their loans and contributions paid in advance to cover limited expenditures for a year. It is sound policy to follow a more conservative course on a small scale by making financial provisions at least one year in advance. Failure to realize on pledges and promises to pay later entails costly overhead expenses through unnecessary correspondence, solicitation and accounting which may lead to much confusion with demoralization.

WITH A MEMBERSHIP OF FIVE MILLION IN FIVE YEARS AN INITIAL INVESTMENT OF FIFTY DOLLARS WILL, ON AN AVERAGE, YIELD EACH MEMBER TEN THOUSAND DOLLARS IN TWENTY YEARS.

Under existing conditions the manufacturers are constantly experimenting with methods designed to increase production, primarily for immediate private gain, often under shortsighted policies detrimental to the stability of their business, and very often at the expense of their workers and the public as they try to supplant General Welfare with General Nuisance.

The merchants are constantly experimenting with advertising schemes to attract your attention to their goods with new wrinkles; at your expense in the last analysis.

Those engaged in the professions are constantly experimenting, largely at your expense. If a doctor is in doubt as to the nature of an ailment he simply applies ordinary kid methods by taking the watch apart or cutting a hole in the balloon to see what's in it.

Many others experiment, primarily for their private gain and at your expense, with the result that the producers and consumers are hanswaggled all around, and they will be hanswaggled again and again as long as the present antiquated, prehistoric economic system remains in force. This system has served its purpose well in times past, and, because of its simplicity in organization with freedom for the exercise of initiative under primitive conditions, it is still highly serviceable for pioneer work, but in the main it has outlived its further usefulness as an agency to promote

the welfare and to advance the economic interests of a progressive state of society in which the interests of the members are closely interlinked and interdependent.

Therefore, while others continue to experiment at your expense, why not be a good sport and help to experiment with plans for the solution of present day problems, to eliminate the selfish experimenters, and to remove the obstructions lying in the course of economic evolution for the advancement of a modified, progressive capitalistic institution, in order that the economic interests of each member of society may be protected against unjust exploitation, that he may avail himself of opportunities for self development to exercise his initiative in business enterprise, in science, the arts and the professions, while he may also perform other useful services that may be required of him for the benefit of his health and the general welfare of society, to receive a reward commensurate with his services as it may be practicable to determine the value of services under modern requirements?

YOU BELIEVE IN CARDINAL PRINCIPLES AS THEY ARE PRESENTED IN THE ABSTRACT, BUT YOU KNOW THAT UNDER AVERAGE CONDITIONS IT IS IMPRACTICABLE TO APPLY THEM AND TO ENFORCE THEIR OBSERVANCE; AND YOU MAY HAVE YOUR DOUBTS REGARDING THE PRACTICABILITY OF REMEDIES THAT HAVE BEEN ADVANCED TO CORRECT THESE CONDITIONS.

The Constitution of the United States embodies an ethical code which provides that its citizens shall have the right to the full enjoyment of life, liberty and the pursuit of happiness. This is an excellent basic provision that will stand the test of all times, but after laying this foundation the building of the super-structure has been abandoned. A reading of the constitution only serves to remind one of the fact that an ethical code must be supported by definite concrete plans for its enforcement. Under our present form of democracy the people have little choice in the selection of political representatives, and no choice whatever in the selection of the leaders and the shaping of policies by the private interests who control their economic life.

Considering the simple economic life of the people of the United States when this ethical code was adopted, these provisions may have sufficed to meet the requirements of that period, and political democracy under the newly acquired freedom was then also a matter of much uncertainty, so that it was perhaps better to give expression to this code as briefly as possible to await further developments. It is now in order to supplement these fundamental provisions with specific provisions under which economic agencies, as the proposed paternal institution, might be established to extend democracy to the economic life of the people.

Just as every great advance is hampered more or less as it is incidentally attended by undesirable developments, the building of the super-structure upon the foundation laid with the adoption of the constitution has been delayed in part through the growth of questionable practices in the name of democracy. This had been anticipated by many who were not over-enthusiastic in the enjoyment of the new found freedom. They viewed future developments with some apprehension, with the result that the constitution as it was drawn and still remains practically unchanged in essentials, was accepted as a compromise by the different elements.

Apparently, nobody objected to the adoption of the clause in the Declaration of Independence—that all men are created equals, etc.—because it was expedient to appeal to certain elements to give their wholehearted support to the Revolution. But some ten years later, after political independence had been firmly established, and the people had settled into their peaceful pursuits, while minor evils of democracy were already beginning to manifest themselves, the people, quite naturally, were strongly inclined to be of a different frame of mind. Largely actuated also under the belief that the people were not fully prepared for citizenship in a democracy, and with greater faith in their leaders rather than political formulas and abstract theories, they proceeded to elect an emperor in everything but name with practically as much authority as any monarch of his time.

Among other strong factors that have contributed to the delay in building the super-structure upon the foundation of the constitution, the economic revolution in production, and the great opportunities for individual achievement in a land possessing extraordinary advantages in natural resources, have played an important part, also the amalgamation of the economic utilities, as these powerful interests have stifled the natural growth of democracy. With the happening of the great events during the early part of the twentieth century the people, in addition, were and are still greatly confused as to the real needs of a modern, progressive country.

Excepting as the mere preaching and teaching of ethical codes may serve to keep alive the best traditions with high ideals, abstract ethical theorizing is of little practical value without concrete application, and prolonged indifference to ethical appeals may only lead eventually to callousness of conscience.

The Bible has lost its former prestige with the result that sober, dignified, serious thinking men are befuddled, largely because they have tried to interpret the Bible literally instead of inquiring more into the spirit of these writings for advanced ideals, as the writers were able to express their thoughts in accordance with the common beliefs of their times and their best conceptions of the future.

Unfortunately, with the loss of the Bible's former prestige through faulty construction in the past, designed in most part to serve the conservative, privileged classes as an instrument of oppression, the people are no longer influenced in the same degree by the moral and ethical codes prescribed in the Bible,— to practice the Golden Rule for the Brotherhood of Man, the underlying basic principle that will stand the test of all time.

It is also unfortunate that teachers, preachers and men of prominence with much influence are still wasting so much time on dogmatic, doctrinary discussions concerning the character of the Bible, and that there should be so much publicity over controversies regarding the origin of man, as if to side-track the attention of the people from real economic issues that are coming into the forefront more and more.

Incidentally it may be observed in this connection that the growth of the present capitalistic system has also given prominence to the Darwinian theory of the survival of the fittest. In the extension of this theory it is reasoned that as man is an advanced animal it is only natural that the big men in the economic world should live and feed upon the earnings of the little ones. It is a comforting doctrine to the labor exploiters, the financial wizards and slickers, and the capitalists in general, particularly the petty would-be-rich who jeopardize their lives and lose all self-respect as they scramble wildly for the crumbs cast aside by the rich as worthless, while

they ride rough-shod over others. This doctrine also supplies the grounds for the teachers of individualism to preach that men should not tamper or monkey with natural laws.

The theory of evolution may be sound in certain particulars, but it is a fact that among the different species of animals some have highly developed instincts that are almost human, while others are absolutely selfish, as for instance the hog, which feeds until it can no longer move and then it lies on the surplus to prevent others from feeding upon it.

Darwin has undoubtedly contributed much to science, but if his theories or those of his followers were accepted literally in those particulars under which the exploiters justify their actions, we might as well tear down all the structures upon which civilization is built, to revert to monkey life; and from general observations of society life and industrial conditions it may be reasoned this is actually taking place.

It may be observed that we now have super-monkeys who occupy the most advantageous positions on the social and industrial monkey trees, where they hoard their surplus gathered by the little monkeys under the threat that if they refuse they will be thrown among the hungry wild beasts waiting below to devour them. As the super-monkey of the present in his enjoyment of privileges has all the advantages in health, position and education, largely designed to dull his perceptions to the humanitarian instincts, the little monkeys are forced to disregard their higher impulses. Gradually they also lose their speech from disuse to acquire only a monkey chatter.

But while there are signs that men of the present may be reverting to primitive monkey life, there is also some evidence to prove that the monkey has advanced. In the original state, as the big monkey is engaged in his playful sports to exercise his muscles, the little monkey will let out a shrill screech when the big monkey's tail lands across his mush, and he will do the same when the monkey overhead carelessly drops refuse upon him as he is perched precariously on a twig below. Under advanced conditions, however, the little monkeys are trained from infancy to accept similar adversities without an outcry, with a smile and philosophical indifference, as a part in the life of the small animal born to trouble, and under the promise that in proportion as he learns to endure his sufferings and hardships he will receive increased spiritual rewards. In the estimation of an advanced society of the future it is not at all improbable that the present may be regarded only as the Age of the Advanced Monkey.

While the doctrine of evolution strongly tends to bear out man's origin from an ape, there is also evidence to prove the reverse—that man may degenerate by succeeding stages to the level of an animal. But why waste time on academic questions of little consequence when so much remains to be done in the way of practical achievement to advance man toward his highest destiny.

With statesmen muddled and religious men befuddled the confusion is increased by the prevalence of mental plagues resulting from psychic investigations. In due course it may be expected that mediums will soon enter into direct communication with Jesus Christ to revamp Christianity, and with George Washington, Abraham Lincoln and other leading Americans of the past to direct our policies, also with men of all ages to supply historical facts; and it may be expected, according to past performances, that the code of communication will be known only to a small exclusive circle of superior, all-wise intellects. Many people afflicted with these ailments

have entirely too much time to waste. If circumstances would force them to rise early in the morning and to engage a few hours in manual occupations they would soon be cured.

COMPLEX PROBLEMS REQUIRE COMPLEX REMEDIES, BUT THEY ARE NOT BEYOND SOLUTION. THEY REQUIRE CLOSE OBSERVATION WITH CONTINUED APPLICATION FOR SATISFACTORY DEMONSTRATION UNDER THE SUPERVISION OF OPEN-MINDED, SINCERE INVESTIGATORS, UNHAMPERED BY UNYIELDING DOCTRINARY VIEWS OR BY FINANCIAL CONSIDERATIONS AND CONNECTIONS.

Speaking disparagingly of honest, painstaking, efficient workers engaged in intricate work, the modern "speed king" who wrecks more than he produces, will often say that he does not fuss about little things,—apparently unimportant work. "I just go and do it" he says, "without losing any time,"—with the result that sooner or later somebody will be forced to fuss around on the work for hours, days, if not weeks. We have our modern shortsighted economic and political "speed kings."

What efforts have been made in the past to advance the economic order have been confined almost exclusively to political action, which is like placing the cart before the horse. Political questions are usually based upon economic issues, but such political questions cannot be decided intelligently until the underlying economic issue has been fairly tested in actual practice.

Regardless of the merits for and against government ownership of the railroads, this issue could not be fairly tested during the short period under government control, and it would not be desirable that the people should be called upon to decide such issues at short intervals, because this might result in frequent change from one form of operation to another without satisfactory demonstrations, only to bring about greater confusion.

Furthermore, while the people could decide intelligently for or against government ownership regarding one or a number of utilities, if presented separately, they could not decide intelligently if these questions were involved with other complex issues submitted collectively in a political contest.

Political action may be necessary at times as a supplementary procedure, but it should not precede economic advances for the reason that practically all laws are based upon well tried customs that were finally sanctioned by society as they received recognition in the decisions under the common law and as they were incorporated into the legislative codes.

Under this conservative policy, however, with the state eventually prescribing the economic regulations based mainly upon customs already established, these laws in time become a source of much unnecessary litigation as they outgrow their usefulness only to interfere with the development of new customs. This is productive of much lobbying, grafting and evasion.

It is desirable therefore that a non-politic, economic institution be established which might be free to experiment with new methods over a reasonable period of time without repeated interference in order that indifferent methods of ownership, operation and supervision may be thoroughly tested, after which the economic institution might continue the operation of these utilities or prepare them for government ownership. And if certain economic utilities were operated under government ownership with the

co-operation of the paternal organization, to provide part-time and periodical change of occupation for the executives and employes engaged in these utilities, the results would undoubtedly be far different from what might be expected under present conditions that are productive of strong bureaucratic, clannish tendencies and undesirable political interference.

If it were not for the fact that monopolies are operated primarily for private profit, while they take advantage of opportunities to raise and to maintain high prices, also to meddle in the political affairs of their own and other countries, the existence of certain monopolies would be justifiable for more efficient production and distribution at home and in the markets of the world. With the monopolies controlled by private interests there is no good reason why any should be regarded as good trusts, but, in order to remove them from the operation of anti-trust legislation, the courts have defined certain monopolies as good trusts against which the legislation was not intended.

If it were not for the fact that private interests would take advantage of price regulations to render inoperative the natural law of supply and demand, it would be desirable to have such regulations to stabilize the values of essential commodities for definite periods at the end of which there might be some revision. But whether or not it is permissible to control prices under the existing laws, by entering into agreements and understandings written or verbal, the interests concerned will often succeed in nullifying the operation of these laws, with the result that the major executives of the economic utilities will cleverly evade all personal responsibility while they use their subordinates and others as "bumpers" and "shock-absorbers."

In order to bring about desired conditions we should not depend too much upon legislation, nor waste time on superficial remedies that will pass out of existence with substantial reforms. A machine may be designed originally to perform certain simple functions, but with new requirements its functions may be multiplied to meet the new demands, which may be done without altering the basic structure and certain essential mechanisms, by simply adding new parts to meet the immediate needs. As a consequence certain parts originally designed for ordinary service may eventually perform double and triple duty that results in frequent breakdown with repairs. This may also necessitate the addition of certain parts that would be entirely unnecessary if the machine were re-designed to meet all the latest requirements. After re-designing and re-constructing the machine it may have fewer parts while it may function more smoothly and far more efficiently with much less attention.

But wether or not certain legislation may be desirable and practicable, legislation alone will be of little service if it is not backed by the spirit of the people, and it is useless to enforce regulations upon the people that cannot be enforced impartially. The enforcement of undesirable and impracticable laws under existing conditions often leads to farcical proceedings that reflect upon the dignity and efficiency of our institutions.

In the matter of evading certain legislation and the responsibility for its enforcement, the American people have no superiors aywhere. This is also true in their evasion of business obligations, in their evasion against personal commitment and responsibility in entering business relations, as a conveniensce to avoid the consequences of an unfavorable transaction, also in the shifting of responsibility upon their subordinates as a convenient excuse.

In doing that men may use plain English that conveys ceratin definite meanings, as the words are commonly understood and defined in the dictionary, but just as likely as not the words may convey exactly the opposite, depending upon how the words are spoken, emphasized or repeated unnecessarily and accompanied by a gesture that may be meaningless in itself if not construed in connection with the surrounding circumstances,—now you see the point and now you don't. In order to become successful a man must very often become a leading exponent of the linguistic shell-game. Courts cannot convict men or otherwise hold them responsible on such evidence, and they should not attempt to do so, as it might be the work of a lifetime to try certain cases if it were possible to introduce all that evidence to be analyzed carefully by the experts of psychology and boobology. It is therefore extremely difficult under legal proceedings to hold these men responsible or the organizations they serve, because nobody may be able to introduce testimony to prove the responsible men had personal knowledge of certain facts.

Under existing conditions the men in subordinate executive positions, especially the petty executives, should not be sensitive. They should have a good hide and indifferent conscience in order that their superiors may freely pass the buck to them. As the men in prominent executive positions may cleverly encourage practices in their business that are contrary to laws and public policy, they may scrupulously evade all personal responsibility by avoiding direct supervision that would bring them into close touch with these practices. Under this handicap legislation to eliminate these conditions has its limitations, and in the last analysis it would only stimulate men to greater activity as they might devise ways and means to evade legal provisions, while a few coarse and clumsy boobs might be caught to be made to feel the force and majesty of the law. Business training schools do not teach these tricks just as law schools teach only what is in accordance with good public policy, but practical business men and lawyers may very easily acquire these tricks of the trade after their graduation.

With regard to the methods of the politicians and law makers, the procedure for the enactment of legislation is not without entertaining features. If no restraint were placed upon them the legislation fabricated by the representatives of Slicker City, Boobopolis, Jiggersfield, Buncotown, New Fanaticsburg and Old Fogeyville would exhaust the patience of any conscientious jurist, while it would render his existence miserable, and if it were possible to enforce all these laws and "shoestring" regulations it would either lead to a condition under which it would be necessary to convert one-half of a city's buildings into jails, or it would lead eventually to an entire disregard for the laws, excepting as these provisions might serve to institute spiteful proceedings under the majesty of the law.

Fortunately proposed legislation goes through the refining process in the councils of party leaders where it is scrutinized by bright legal lights. But these lights are often too bright while they are also easily dimmed at the behest of party leaders and special interests, to whom they may cater if not directly employed by them. Through their position and influence they may easily encourage legislation favorable to certain interests, and they may either defeat or sabotage other legislation by rendering it useless for practical purposes as the proposed legislation may be hostile to the same interests.

Politicians have elections on their hands from time to time and they must apparently give the voters some satisfaction, but as resourceful manipulators they also know how to use the courts as "shock-absorbers" while judges in defenseless positions are exposed to the prejudices of the great

majority unfamiliar with the essential constitutional requirements under a democratic form of government. The politicians, in addition, may suggest and quietly encourage legislation directed against certain interests, and then they may serve these interests to defeat the enactment of the proposed laws.

Relative to the enforcement of laws by politicians and the supervision of health and factory regulations, the professional politician is not dependable. This member of society is concerned primarily with getting votes, and he is under obligations for contributions to the campaign fund. With the exception of his opposition to the professional politicians of the other party, he is smoothness personified; accordingly he will take no chances under circumstances that might force him to ruffle a surface in the least. Instead of attending strictly to the needs of the community he will be more apt to avoid his responsibility, only to convert his office into a soft loafing job. There may be professional politicians in the future but they should not be permitted to discharge duties that conflict with the winning of votes and the collection of contributions.

Just as it would be of benefit to those engaged in other professions and occupations, it would be better for the legal profession if its members had been under obligation to engage in various essential commercial and industrial occupations, for a limited period in each until a certain age, after which they might be free to follow their profession exclusively. It would be good policy if the law students and others engaged in studies were required to work part-time or periodically in manual occupations during the term of their preparation and for a number of years after their graduation, to support themselves comfortably and thereby to promote their economic independence.

Under this plan the lawyer would have the opportunity to gain a greater knowledge of economic and industrial conditions under the prevailing practices and customs, and to acquire a greater intimacy with men in the different walks of life while he would form a higher regard for the maintainance of his profession upon higher standards.

But as conditions are his circumstances often force him to accept much unprofitable work and to perform disagreeable duties for which he may have no inclination whatever, and if a lawyer would prefer to follow another occupation or profession, part-time or periodically, he may have no opportunity to do so without giving up his profession entirely.

It is often amusing how deficient the education of a lawyer may be regarding common mechanisms and practices in the leading industries. While lawyers are confined to their profession they are also more liable to extremely technical and clannish, self-centered tendencies, just as men in other professions and occupations under the same conditions, as their minds continue to work in grooves that eventually become deep ruts.

Similar to the science of economics, so law is not an exact science as chemistry. It is subject to change under varying conditions especially in a progressive country. By reason of these changing conditions it is very important that lawyers and jurists should be progressive men, in close touch with the life of the people and the new customs and tendencies upon which law is formulated. Unless a man is exceptionally gifted he cannot afford to move in exclusive circles if he desires to sense the pulse of society accurately, and no other profession or occupation demands that as much.

Court decisions and legislation must necessarily follow a more conservative course, but, unfortunately, many otherwise good lawyers are

strongly inclined to cling too much to the dear old past that should be regarded more from the viewpoint of historical interest. As they prepare their briefs and decisions they seem to have little regard for the present while they attempt to render decisions to stand the test of all time. In addition, while some lawyers participate in blocking the progress of simple justice, they are disposed to display a profound legalistic learning in matters of superficial importance, which may often leave very bad impressions regarding the general efficiency of the profession as an agency to promote the best interests of society.

Under the existing legal procedure the administration of sound justice is greatly delayed and blocked by over-refined rules, particularly as these rules apply to the admissibility of evidence. Justice could be served better and it would undoubtedly be conducive to greater respect for the courts if the trial judges were free to exercise a larger discretion with more authority to render final decisions not open to review. This would give the lawyers less ground to raise objections and to bring error proceedings to challenge the decisions of the lower courts, excepting as such decisions may have a bearing on the construction of constitutional laws and legislative enactments that should be construed uniformly.

Originally the rules of evidence were formulated largely to shorten legal procedure, but with the increase in complex rules relating to evidence, which provides the grounds for unlimited opportunity to engage in petty controversies that are often attended by long wrangles with disrespect also toward the judge, the tendency is to prolong the trials and to block justice. Under these conditions a practical man vested with the necessary authority, and possessing only a natural judicial temperament could very often administer substantial justice more expeditiously unhampered by complicated rules of evidence.

If the decisions of trial judges were subject less to review, there might be an occasional miscarriage of justice, as a trial judge might be influenced by prejudice and otherwise by a friendly personal attitude or the reverse, but in the long run this practice would be more effective; and, in the last analysis, justice can be administered only approximately even under the most favorable conditions.

IS THIS CO-OPERATION UNDER THE ROCHDALE PLAN WITH GUILD SOCIALISM, OR STATE SOCIALISM, FASCISM, ANARCHISM, SYNDICALISM, SOVIETISM, OR ANY OTHER ISM?

These movements are all defective for the requirements of a modern progressive state of society, either in the aims or the methods of procedure and partly in both, usually with too much reliance upon political action as a condition precedent, and they are peculiarly lacking in definite concrete proposals that would be acceptable and practicable under conditions existing in the United States.

These movements are however, manifestations of the spirit for economic reforms in all the leading countries of the world, and after some experimenting this will lead in the near future to the acceptance of the most practical plan, which will inevitably be a compromise of socialism and individualism in a larger or smaller degree as that may be most suitable to peculiar conditions in the different countries.

The readers familiar with the aims of these movements and the methods of procedure will readily recognize distinctive features in the proposed

plan designed to save the serviceable pieces of the existing order, individualism, and to render them more attractive under new conditions, while incorporating into the proposed plan everything desirable in the other movements.

From all indications the earth is only in a state of infancy and that man is only a boob. Great strides have been made in the physical sciences, but these developments only tend to emphasize the lack of our present scientific knowledge and suggest far greater possibilities for the future; but, with the growth of the physical sciences, social welfare has been neglected, so that up to the present these developments have only brought about more unhappiness with restlessness, more crime and more insanity.

The statesmen in all countries are muddled regarding the best forms of government. There have been various types of autocracies and bourgeoisies under hierarchies, monarchies and republics, but while they may have served well for a time they all petered out in due course as efficient agencies of the people to advance society under changed conditions, with the result that sooner or later they were all superseded by later models.

Now, In View Of The Happenings In The Past, Why Not Try Eurekanian Paternalism Under A Booboisie?

Considering the natural propensities of a Eurekanian boob, this course is perfectly logical. Boobs have a keen sense of justice and they do not like to tread upon the toes of others, under any conditions. They cannot accept as a fact that simple issues of a few generations will remain eternal unsolvable problems, and they cannot be used to meet these conditions as stern realities while they are forced upon them under primitive organization.

Furthermore, boobs are in the main concerned with the problems of the present and the immediate future. They do not attempt to establish a perfect order that will stand the test of all time, because that would render the existence of posterity less interesting, as it would also lead to indifference with re-action. Accordingly, boobs do not go about as if they carry the responsibility of the world upon their shoulders, with fixed social, religious, economic and political creeds for the guidance not only of contemporary society but for the people of all time to come, in the fear that any other course might demoralize society, particularly the producers. Boobs would let posterity improve upon their plans to suit themselves, as may seem best under changed conditions. This policy leaves the people of the succeeding generations free to exercise their faculties to solve the problems of their times unhampered by the pre-conceived formulas of former generations.

Individualism Before and After The Flood

While we have our economic and political "speed kings," we also have our reactionaries who believe in the continuation and the re-establishment of institutions that existed before the flood and have remained practically unchanged, excepting as reaction may now appear in new clothing of modern fashion.

Preoccupied with their personal affairs these men may deign to give passing attention to comment relating to the existence of unsatisfactory conditions with desired changes, but they will be very apt to dismiss the subject with short, epigramatic remarks best suited to express the biased views of the busy, self-centered, superficial observers, to avoid disagreeable discussions.

Among other remarks relating to eternal problems about which they presume to form conclusions in advance, they would maintain that democracy is inconsistent with production efficiency, and they are apt to say that the emblem of democracy is only a woman who cannot sense the responsibility of stern realities. Accordingly, with the aid of this old cut and dried philosophy, they would take advantage of men under their influence and control by impressing upon them the necessity as men to meet stern realities, very often by performing unconscionable services; those of some physical and less mental courage will resent implications regarding them as effeminate men, and as a result the work of the teachers, preachers and the parents may be easily nullified.

With the introduction of machinery by leaps and bounds to supplant man's labor and to expand his fields of activity, the economic leaders have also been more concerned with the construction of machinery, because machines are cheaper and they work with wonderful precision. In proportion as a machine may become more serviceable for operations that require much repetition, so a man becomes less reliable with the advance of civilization as he grows more complex; a human machine has its moods and fancies with a strong desire for change with speculation, travel and adventure to satisfy its curiosity, which operates to advance society.

The industrial leader likes to use men only as unthinking mechanisms to respond to his pressure of a button, under systems of organization in which he is the only one privileged to exercise his reasoning faculties in the use of discretion. If the men could be found, the factory executive, particularly the petty executive as he is actuated by a fear of displacement, would employ only those of the most ordinary intelligence, who could tell, hear and see nothing beyond their immediate duties. These conditions strongly tend to place a preminum upon illiteracy and often force men to simulate ignorance. Excepting as a modern executive may be able to mold a more intelligent employe to his own point of view, respecting his economic or religious faith, and often his peculiarities with petty personal prejudices. he will tolerate him no longer than is absolutely necessary.

Under absentee ownership, in the larger establishments, these conditions are productive of clannish, bureaucratic tendencies under artificial systems of supervision with too many intermediate, home-made, specially trained superiors and employes who remain too long in one organization, which leads, sooner or later, to stagnation.

Factory conditions are rendered more undesirable through the activities of secret service agencies engaged by the manufacturres to keep them informed of men and practices in the factories. If a worker is not suspected of learning manufacturing secrets, his fellow workers may regard him suspiciously as a spy employed to keep them under surveillance and to report them for labor sympathies, while the foreman may suspect that a worker is reporting him and employed to displace him after becoming more familiar with the work.

The demand for an advanced economic order was never greater than in the years following the outbreak of the war and during the period of depression, with the attending sharp inflation and deflation in values, and

the taxation system to pay for the war. The present system also fell short of meeting the requirements in organization as a ready efficient aid to the government in an emergency.

Before the great war it was becoming more and more evident to close observers that the operation of industrial utilities on a large scale also had its limitations regarding production efficiency, and that control of these utilities by small minorities, primarily for immediate private gain, was attended by many evils.

Economic utilities must sooner or later operate profitably, but it makes a great difference in the final results if the organization is out for large immediate profits, in order that the members of the executive forces may be promoted and their salary increased in recognition for their services, as that may be justified apparently by the dividends, or with a view of creating artificial values based upon the quicksand of the apparent earning power of a business, to engage in stock manipulations, while they neglect the installation of essential equipment and fail to lay aside a certain amount for depreciation.

That many large organizations prospered was not always due to their efficient methods. They might prosper because they were pioneers in new fields that produced commodities for which there was a spontaneous demand, and for which they could demand almost any price, which would amply cover any inefficiency in one or more of their departments. Others prospered because they had first wiped out competition through the process of amalgamation. This process, however, often eliminated the real owners from the personal supervision of the business, and in that proportion it also lessened the chances of the honest and efficient employe to receive fair recognition for his services.

Without the supervision of the real owners, or rather of those far-sighted men who founded the business or helped greatly in its development, and without competition as a stimulant for better effort with improved methods for lasting success, unhealthy symptoms of a diseased organism would soon manifest themselves in overbearing conduct with superficial effort. Eventually the nominal leaders might make their appearance occasionally, only to administer personal abuse upon the petty executives, which no self respecting person can endure. Angered by unsatisfactory results in the earnings of their business these men often assume the attitude of bullies and irascible school-masters who are very apt to throw a monkey-wrench into the machinery of their organization in their efforts at personal supervision.

At this stage the efficiency engineer might be consulted who, very often, is the industrial quack doctor. It is a deplorable state of affairs that the men at the head of industries very often do not know from their own knowledge and experience the real causes for unsatisfactory results, and whether or not they can be remedied. It is easy enough for men who possess only a smattering literary knowledge to criticise imperfect conditions, but very often these conditions cannot be improved upon without meddling that leads to greater confusion.

With an industrial organization in the hands of a quack doctor the patient will suffer more fever, and that condition will force the stock holders to be more patient; and while the patient may be sick and operated upon his present and former proteges might conspire to rob him of his trade and manufacturing secrets to engage in competition with him or his legal representative. In other words, the conditions have been changing more and more to breed industrial pirates.

A class that has prospered quite materially through the inflation in values, are the bankers, and they do not lose from a deflation because they know how to play the game for profit both ways. Banks are operated primarily in the interests of the stockholders, as any other business under the existing system, and they will do business with the public only as long as that is profitable. If the value of money is on the decline, they will simply refuse to loan it, and there is no law to compel them to do so.

It is an elementary principle that the actual value of the dollar depends upon its purchasing power. Accordingly, if a banker may expect money to decline twenty percent within a year, he will refuse to loan a thousand dollars for one year because he might receive only eight hundred dollars in actual value. This policy might interfere greatly with the business of the community, but that does not concern the banker because it is his private business to make money.

Under the same circumstances, however, he may loan money to his associates in other business enterprises in which he might be benefited as a stockholder. Also, in return for similar favors, he may loan money to any number of influencial business friends, in a spirit of brotherly love and mutual helpfulness, while the unknown may be forced to pay exorbitant bonuses. In the same spirit the banker may direct the unknown kindly, and as a personal favor, to a person or company where a loan may be secured for him upon the payment of a bonus, while that agency may be controlled by the same banker for that purpose.

After a period of unprecedented high finance and dissipation, with the attending after effects, there is every good reason to believe that the times are exceptionally favorable for sober thought and unbiased consideration of economic questions. Considering recent developments it is almost inconceivable how so-called statesmen and professional men with the prominent business men can fail to give these questions reasonable attention.

Under the present crude organization of the economic utilities, with coarse, selfish mismanagement, the country is greatly hampered, in addition, by the lack of practical means of information and regulations to pay for the war, and to pay other taxes based upon property holdings. With the exception of certain officers of the state and federal governments, who should be paid well for their services, as they must be men of more than ordinary training and integrity to be beyond collusion, it is nobody's business to know what others possess of property value and how they acquire it.

The existing economic system is peculiarly unsuited for the collection of a tax that is dependent upon a person's income, because the opportunities with the temptation to evade and to shift these responsibilities are too great; and for some reasons, not easily explainable, the people never have experienced scruples in evading taxation. Big businss can easily find ways and means to divert profits through many channels, by increasing salaries and by carrying on large building operations, also through their dealings with subsidiary organizations in which the stockholders and officers may be interested directly or indirectly. In addition, for a twofold purpose, they can increase the selling price of their products, either to increase the profits or to attribute the higher cost to the increased cost of production in higher wages; the public seldom hears anything of it when they find ways and means to reduce the cost of production through improved methods, for the reason that the public is not expected to share in these benefits. While big business can evade and shift taxation responsibilities it is often impracticable and almost impossible to determine the profits of a profession

or a small business, but the salaried people and the wage earners must meet their obligations in full.

The present system is also defective in that it fails to provide steady employment, and it is a reflection upon the honesty and ability of the statesmen and economic leaders that men should be faced with starvation periodically in the richest country of the world, and for want of honest toil. Idleness of the producers, furthermore, is a great national loss in economy, but the existing system does not concern itself in the creation of a surplus to provide steady employment. The only surplus desired by the men of affairs is to accumulate enough for their own wants, and they will operate their utilities only as long as that is profitable, while their employes are exposed to unemployment under demoralizing conditions.

There is some question as to whether or not a large surplus could be accumulated under advanced organization, with steady employment which would greatly stimulate buying. While there may be a surplus of certain commodities in a period of depression, there may be a shortage of the same goods under uniform prosperity. In reduced circumstances the potential buyer is apt to say,—"I like your goods and have great need for them but could not buy the goods at any price."

The operation of economic utilities and the exploitation of labor, primarily for private profit, tends greatly to excite the primitive instincts of men, as the profiteers will take advantage of every opportunity to increase their profits, and as the executives will resort to every unfair means to exploit and to control the working forces by deliberately causing their petty selfish interests to clash; and the industrial leaders like to call this executive ability.

Volumes could be written to describe these conditions, but, excepting as it may be necessary incidentally to touch upon these conditions with the reasons for desirable changes, it is not the purpose here to engage so much in negative as in constructive criticism, and without further comment upon these unwholesome developments it may be added that the underlying cause for unsatisfactory conditions lies in the fact that the present economic system has outlived its usefulness. With increasing years it has contracted increasing ailments, and as a result the best industrial doctors can serve only to prescribe remedies for temporary relief.

With the close relationship and interdependence of its members the development of society on sound principles demands that one class cannot be oppressed without society as a whole suffering the consequences sooner or later, as the impositions upon the less fortunate re-act in due course to punish the offenders. The individual, as a rule, will suffer the consequences of his folly in his lifetime. This natural law operates with equal force upon the life of a state which covers many generations, but the succeeding generations usually suffer the consequences. Continued violation of these laws without immediate punishment also tends to render people insensitive to the commission of wrongs, and then as something apparently unusual happens they may wonder what is wrong.

Social intercourse is not an exact science as chemistry, but a sound progressive society contains certain necessary elements that are just as essential as the ingredients in a chemical composition. As the scientists calmly analyze the constituents of a substance without emotions, excepting perhaps when they make a discovery, and as the business men calmly calculate for profit, so they would calmly analyze the social institution, only to let evolution take care of itself, and many intellectuals, profiteers and

grasping labor exploiters regard evidence of humanitarian ailments as a sure sign of inferiority. But in proportion as society practices the suppression of the natural emotions of its people it will be subject to violent periodical fits.

Therefore, it is not so much a question of helping only the producers as helping to bring about conditions that will benefit society as a whole to avoid unnecessary conflicts that are inevitable unless timely action is taken.

Economic democracy with equality of opportunity is not immediately attainable, but it may be realized in a fair measure in the near future. Social equality however, in the strict sense of the word, does not offer any promise of fulfilment at any time, because different men have different personalities, talents and desires which lead them to seek different occupations, also different companionship and pleasures; in addition, as men do not avail themselves of opportunities to develop their talents and to serve society, they are not entitled to share equally in the rewards. Furtehrmore, as men are placed in the more responsible positions as the representatives of the people in a well regulated socity, they are vested with discretion and authority that cannot be exercised by others, and in that sense, at least, all men are not social equals; but as men will have greater opportunity for individual self-development it will tend greatly toward producing **more social equality.**

While nature may be partial in the distribution of her gifts, this is often more apparent than real. Under highly developed welfare regulations, with careful inquiry into the natural talents of each person, and with encouragement to follow natural inclinations through increased opportunity, it will be found as a rule that in proportion as a person may be lacking in certain qualities he will be more endowed with other useful talents the development of which will greatly enhance his social prestige.

In the last analysis the science of economics to develop the highest efficiency, and the science of social welfare for the realization of the greatest happiness consistent with the aims of an industrious, well trained people engaged in useful pursuits, under the inspiration of an advanced ethical code, go hand in hand. The advanced state of the future will not only encourage the development of the physical sciences, but it will also provide the welfare agencies to explore and to develop the latent possibilities of that most wonderful mechanism—the human machine.

Social caste with capitalistic privileges has always led to reaction and eventually to stagnation, because these conditions kill the incentive for initiative and deprive labor of its dignity by discouraging the producers and breeding a distaste for work by which the country is enriched. These conditions also breed corruption with favoritism, racial jealousies and class hatred that kills community spirit for common high ideals. It follows from this that the maintainance of the present aristocracy of wealth is very costly, with the system of production and distribution grossly inefficient, of which the people may come to a full realization only after another leading country may have adopted a superior economic order.

It is an unfortunate condition in this country that young Americans, particularly those living in the larger cities, have a strong prejudice for manual labor. It may not be so much their fault as the fault of their parents, but on further investigation it will be found the parents are not so much to blame as the vicious system which breeds a dread for it in the minds of the industrial workers. As the factory worker reflects over his misfortune he may wish that he had lived in the days of his father and grand-

father, who were farmers or mechanics engaged in a trade as independent capitalists and producers, which drew out the best and the fullest life that was in them.

With so much undesirable democracy there also exists social distinction in the United States, as that is largely controlled by the degree of a person's wealth and how long he or his family has enjoyed it. It makes no difference if the ancestors had potential wealth thrust upon them against their will in the form of unimproved land, that the wealth was acquired by questionable practices, or that an ancestor was a plain laborer if not a coarse bounder. The present generation likes to believe and they will find the ways and means to support their contention regarding the superiority of their lineage, according to which their ancestors were refined people of high social standing who were, in addition, the possessors of extraordinary ability and unusual vision.

While these Americans regard the European immigrants with much apprehension it never seems to occur to them their ancestors were no better off, but the average immigrant, in all probability, has just as much latent talent and good ancestry, if that amounts to anything. It is true that many of high social standing came here in the years before the Revolution and during the years following, but it is also true that many apparently ignorant European immigrants of the present, if not their ancestors, had high social standing in their countries; the first generation, however, is greatly handicapped through unfamiliarity with the language and the customs of the country.

Furthermore, as regards ancestry and blood relationship, considering how one's ancestors multiply with each generation, and how these ancestors have migrated from place to place in the European countries, as a result of political and religious upheavals in the past, and as they moved about in search of greater opportunity, it would be found in all probability that all European people are very closely related and that practically every person could trace to some prominent ancestor, but more often to obscure lineage which it would be more difficult to trace. In addition the mere fact that the social status of one's ancestors may have been low does not indicate lack of latent natural ability. On the contrary, it may indicate sturdy characteristics with a strong sense of justice and a courageous purpose to take the consequences for one's disapproval of artificial social distinctions with the attending unfair practices.

If they could trace the history of their obscure ancestors, many Americans of so-called pure Anglo-Saxon stock would probably find that many of them originally had unpronounceable foreign names before they settled either in this country or in England where people of all nationalities have been heavily assimilated for many centuries.

The nationalism of a people however does not depend so much upon blood relationship as upon geographical and climatic conditions, also the environment and the influence of a language. As conditions are constantly changing the present Americans also differ greatly from their ancestors who settled in this country one or two hundred years ago. Many Americans are entirely too much concerned about the consequences to American institutions of the future through the large foreign immigration, and while they would withdraw their contact and influence as the unifying element in the process of amalgamation, they would leave the different foreign elements in a heated, unassimilated mass.

True Americanism depends more upon the maintenance of common high ideals with earnest endeavors in the application of these principles in actual practice. Instead of viewing the influx of foreigners with apprehension, the Americans should extend to them a hearty welcome with every assistance, but it is quite justifiable to place reasonable restrictions upon immigration. Few Americans fully realize what it means to leave one's native country and to travel thousands of miles to a strange land, very often by risking practically all material possessions in an undertaking from which they cannot expect to realize returns for many years; that demands an enterprising spirit with more than ordinary sturdiness.

Considering the average person, this idea of natural superiority in a person through superior lineage is a myth. It is true that in many instances this belief is well supported, but it will happen just as often that the children of obscure parentage will be the possessors of superior natural talents. Therefore any social order that is based or encouraged upon a myth of superiority through superior lineage is bound to be a failure sooner or later. The future state must provide equal opportunity for the individual to develop his natural talents to the best of his ability.

With reference to their connections and beliefs, the members of the proposed organization could not be expected to sever their social, labor, fraternal, or business connections, and to renounce their religious, political or economic faith. In accordance with this plan it will be good policy to forbid the discussion of questions tending to provoke controversies on these grounds at the meetings of the organization.

Under free institutions there is no justification for the existence of secret societies because these organizations undermine freedom, but it may be contended that our institutions are not as yet free and, as society is split up into secret societies under strong clannish conditions, practical men will be forced to resort to the same weapon to protect themselves.

Practical men may also reason that a strong offensive is the best defensive, and while some of these secret organizations are openly hostile, there is a strong undercurrent in others with equal hostile intent. In view of these conditions it is highly desirable that a quasi-public economic organization be established to promote more community of interest in the economic and social life of the people, with a broad fraternal spirit under the influence of which class and racial consciousness with block legislation and clannishness may be gradually eliminated.

While it may be pardonable under existing conditions to have connections with established secret organizations for protection, it may be amusing that sober, dignified men will seriously participate in farcical proceedings as a High Muck-a-de-Muck, a Grand All-High Gazeke, or as a Most Powerful Main Gazable.

Regarding internationalism, it is quite conceivable that a government may come into existence in the future, which, in substance at least, may be a United States of the World, under which the citizens of the different countries might owe allegiance primarily to the international government. but as conditions are and will remain in all probability for a long time to come, one owes allegiance only to the government in which he chooses or inherits citizenship.

Just as a person may inherit desirable and undesirable things through his family connections, so a citizen may fall heir to certain political advantages, and with that he may be under obligation to support undesirable policies, as a government administration may likewise inherit undesirable

policies. But if a citizen fully avails himself of his rights and opportunities he can in due course exercise his influence in the shaping of the policies of his country, while he has no control or influence whatever over other governments.

With racial animosities intensified through the doctrine of self-determination advanced recently, and owing to many other causes that have tended toward national isolation, the formation of an international federation of nations in the near future seems entirely out of the question. It is however, good policy to encourage every practical means that will bring the nations of the world into closer social relations under open diplomacy, at least for the crystallization of international sentiment to promote the peace and general welfare of the world, by exchanging views without assuming obligations under treaties which may only bring the nations closer to the severance of friendly relations, if not war, as one nation, through the happening of unforseen events, may feel justified in violating the terms of an agreement.

As a prerequisite for the promotion of desirable internationalism, it is not beyond probability that one of the modern languages may be adopted as the universal language for business and diplomatic intercourse, and in that event the English language may be acceptable because of its greater simplicity, and because it bears a closer relationship to the Teutonic and Latin languages than any other. English is essentially a business language that is growing fast with the adoption of foreign words which are easily assimilated. This process could be extended to incorporate words from all languages, particularly such words and phrases that convey peculiar shades of meaning which cannot be translated accurately into the English language. The foreign pronunciations likewise could be adopted to add more beauty and versatility to the English language and to render it more acceptable to the people of other countries.

If they will only make a reasonable effort, the English speaking people can easily acquire foreign pronunciations, but, unfortunately, from preconceived notions regarding the superiority of their language over others, they are inclined to slight the people of other nationalities and their languages. As a result of this they are usually very poor students of other mediums of speech and they make only very clumsy effort in trying to acquire the foreign pronunciations.

The average American does not realize that English sounds like gibberish to the ears of those unfamiliar with the language, while he is inclined to manifest supercillious airs regarding the foreigner as he tries to master English. As a matter of fact many proud Americans would feel ashamed of themselves over their inferior general education if they could engage in conversation for a reasonable time with, and in the language of th stolid, apparently ignorant foreigner.

French is the language of eloquence while German is the language of logic and science, but these inflected languages are more difficult to acquire, and the English speaking people have also been placed in the forefront more than ever before through the developments growing out of the war. With these advantages additional responsibility has been placed upon them

to promote exemplary economic policies, domestic and international, consistent with their teachings and promises that enabled them to win the war by "fighting for democracy"; otherwise they will surely suffer the consequences.

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